



# *Nursing* Annual Report 2017

Sentara RMH Medical Center





Eugene Davis, RN

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TOP, L to R: Lauren Kite, NCP, JMU student, Barbara Cave, AA, Julie Ford, RN, Lisa Morris, NCP, Cindy Whitcomb, RN, Hilary Breeden, RN, Amber Cox, NCP, Amanda Green, RN, Staci Stoneberger, RN

MIDDLE, L to R: Jenna Iannazzo, Lois Knicely, RN, Michelle Craun, RN, Byron Fulk, PA, Kim Hurst, RN

BOTTOM, L to R: Lerner Edison, Heidi Miller, RN, Cody Treadway, Emmarie Clem, RN



L to R: Erin Neff, RN, Liza Gunter, RN, Amber Showalter, RN

## A Message from our CNE



Dear Colleagues,

I am so proud of our Sentara RMH nursing team and want to thank you for your hard work this past year. In 2017, we continued to focus on several clinical performance initiatives, our patients' experience, and continued to experience high patient volumes and staffing challenges. Our staff and leadership teams pulled together, as always, and we celebrated many successes along the way.

We met our clinical performance goals for readmissions, hospice/palliative care consults, and clostridium difficile infections (CDI), and we met our hospital acquired pressure injury (HAPI) goal. We continued to decrease our patient falls with injury rate, keeping our patients safer. We met our BSN and certification goals set by the Shared Governance Education and Professional Development Council. We implemented several new services to meet the needs of our community, began a new care delivery model in our Emergency Department, and designed a pilot for a new care delivery model on 4 East. We have reduced our RN turnover rates this past year from 13.3% in 2016 to 9.9% in 2017.

Our shared governance structure remains strong and nurses are involved in decision making at the unit, hospital, and system level. We also continue our Nurse Residency Program for our new nurse graduates, and it makes me so proud when attending their graduation ceremonies and hearing them present their evidence-based practice projects. Our nurses are doing amazing things and I am so proud of all of you!

Thank you for your continued commitment to keep our patients safe and to provide high quality care.

I hope you enjoy reading through the accomplishments of the past year.

Respectfully,

Donna S. Hahn, DNP, RN, NEA-BC  
Vice President Acute Care Services/Chief Nursing Executive

# Strategic Plan

Our 2017+ nursing strategic plan was introduced last year. Created in support of the 2017 Sentara Healthcare Strategic Plan, this plan will provide the vision and direction for nursing for the next three years.

Organizational Goal	Nursing Goals (Objectives)	Metrics (Outcomes)
<b>OG 1</b> Clinical Quality & Safety – Achieve better health for our members and patients	<b>NG 1.1</b> Achieve Clinical Performance Improvement (CPI)	<b>NG 1.1.1</b> Achieve 3 of 4 CPI 2017 goals: Readmissions, Hospice, C.Diff, & Wrong Events
	<b>NG 1.2</b> Decrease care variation applying evidence based practice to achieve nurse sensitive goals.	<b>NG 1.2.1</b> Meet 2017 Pressure injury goal  <b>NG 1.2.2</b> Meet 2017 Falls with injury goal  <b>NG 1.2.3</b> Achieve 3 of 4 nurse sensitive goals Vaccines, CAUTI, CLABSI, VTE
	<b>NG 1.3</b> Ensure all frontline clinical staff have access to and utilize identified nursing experts	<b>NG 1.3.1</b> Identify all nursing experts in our system  <b>NG 1.3.2</b> Ensure frontline clinical staff have access to nursing experts  <b>NG 1.3.3</b> Ensure frontline clinical staff and nurse experts collaborate to deliver evidence based care individualized to patient needs



Organizational Goal	Nursing Goals (Objectives)	Metrics (Outcomes)
<b>OG 2</b> Customer Centricity – provide an exceptional desired experience	<b>NG 2.1</b> Ensure Care delivery is based on unique needs and desires of patients and families	<b>NG 2.1.1</b> Meet 2017 ED treat & admit system goal  <b>NG 2.1.2</b> Meet 2017 ED treat & release system goal  <b>NG 2.1.3</b> SMG will meet 7 day follow-up goal  <b>NG 2.1.4</b> Home Health and MTI will meet timely initiation of care goal  <b>NG 2.1.5</b> Partner with patients and families to anticipate and manage care transition challenges



L to R: Barbara Pugh, RN, April Rathbun, RN



L to R: Rick Villiard, RPH, Denise Martin, RN



L to R: Shelley Lenker, RN, Diane Eagle, RN

Organizational Goal

**OG 3**  
Growth & Innovation – grow existing and new markets

Nursing Goals (Objectives)

**NG 3.1**  
Expand nursing capacity utilizing innovative staff retention and cost reduction methods

Metrics (Outcomes)

**NG 3.1.1**  
Improve retention of new RN graduates

**NG 3.1.2**  
Improve overall RN retention

**NG 3.1.3**  
Improve retention of APN's in Medical Group

**NG 3.1.4**  
Improve retention of LPNs in long term care

**NG 3.1.5**  
Improve selection and retention of assistive personnel

**NG 3.1.6**  
Improve retention of NCP's and CNA's

**NG 3.1.7**  
Reduce RN purchased labor expense

**NG 3.1.8**  
Coordinate supplemental staffing resources to cost effectively respond to staffing needs

**NG 3.1.9**  
Partner with materials management to decrease supply and print shop expenses

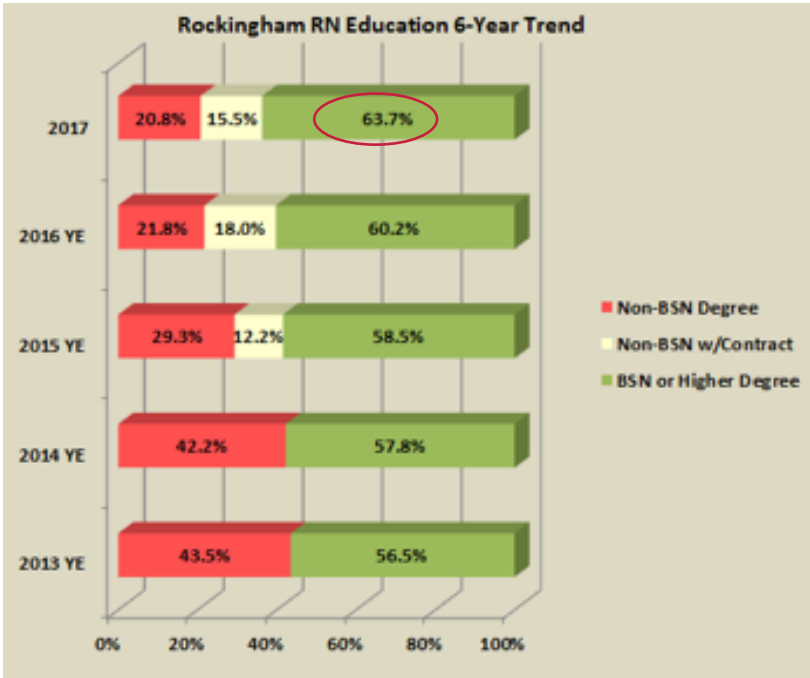
**NG. 3.1.10**  
Advance the professional practice environment of Sentara Nursing



# Professional Development

## Advancing Education Degrees

At the end of 2017, 63.7% of registered nurses at Sentara RMH Medical Center held a BSN or higher degree. This percentage has steadily increased over the past several years. Sentara continues to offer nurses numerous options and many opportunities to fund their education including tuition assistance and reduced tuition at participating colleges. The *Institute for Nursing Excellence and Innovation*, established by the RMH Foundation, also supports Sentara RMH nurses working to obtain their Bachelors of Science in Nursing (BSN) degree through scholarship support, which is made possible by the Foundation and generous donors. In 2017, we had 32 RNs receive a scholarship to help them pay for their BSN program.



Melinda Houle



Jessica Tappy



Bridget Shull, RN



TOP, L to R: Adam Schmid, RN, Michael Martin, RN, Miriam Hostetter, RN, Robin Lemon, RN, Sonja Good, RN, Jody Rhodes, RN, Joan Weaver, RN, Lisa Shank, RN, Laurie Dye, RN, John Moore, PharmD

MIDDLE, L to R: Marty Jones, CNM, Jody L'Heureux, RN, Sherri Spitler, RN, Stacy Tinnell, RN, Debi Ansley, RN, Melissa Ruddle-Lambert, RN, Alisha Sly, RN, Danielle Franklin, RN

BOTTOM, L to R: Susan Goss, RN, Karin Warren, AA, Mary Ruddle, NCP, Deborah Maitland, RN, Ariel Bills, RN, Valerie Simmers, RN, Amanda Pyles, RN, Cindy Campbell, RN, Lucas Blosser, NCP, Jennifer Blosser, RN, Lisa Bottenfield, RN, Bertha Webb, RN

## Below is a list of nurses who advanced their education degree in 2017. Congratulations!

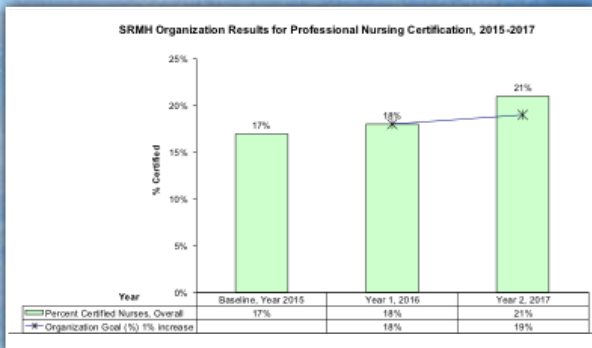
Amy Bayne, 3W RN to BSN  
 Bertha Webb, 4E BSN to MSN  
 David Chvanov, 4E RN to BSN  
 Julie Ford, 4E RN to BSN  
 Lisa Bottenfield, 4E RN to BSN  
 Maria Geary, 4E RN to BSN  
 Melissa Rawley, 4E RN to BSN  
 Shelby Shultz, 4E RN to BSN  
 Evie Wenger, 4W RN to BSN  
 Gloria Taylor, 4W RN to BSN  
 Sheri Michelle Craun, 4W RN to BSN  
 Heather Lambert, 5W RN to BSN  
 Angela Hensley, BHU RN to BSN  
 Ashley Myers, Cancer Center RN to BSN  
 Charlotte Bow, Cancer Center RN to BSN  
 Jody Rhodes, Cancer Center RN to BSN  
 Laura Trissel, Cancer Center BSN to MSN  
 Chris Williams, CCU RN to BSN  
 Danielle Powers, ED RN to BSN  
 Jill Young, ED RN to BSN  
 Lizzy (Elizabeth) Frenger ED, RN to BSN  
 Rebecca Foltz, ED RN to BSN  
 Deb Kile, Endo MSN to DNP  
 Eileen Phillips, Endo RN to BSN  
 Daniela Short, FBP RN to BSN  
 Melissa Lambert, FBP RN to BSN  
 Sarah Fairweather, FBP LPN to RN  
 Heather Galang, ICM MSN to DNP  
 Elizabeth Wilhelm, Imaging RN to BSN  
 Penny Dirks, Imaging RN to BSN  
 Kristen Leap, OR RN to BSN  
 Maria Snyder, OR RN to BSN  
 Shawn Craddock, OR MSN to DNP  
 Brittany Tusing, PACU RN to BSN  
 Debra Saylor, PACU RN to BSN  
 Crystal Cota, PCU RN to BSN  
 Erin Neff, PCU RN to BSN  
 Jessica Thomas, PCU RN to BSN  
 Michelle Farrell, PCU RN to BSN  
 Beth Robbie, Pre/Post RN to BSN  
 Diane Eagle, Pre/Post RN to BSN

## Specialty Certification

Sentara RMH participates in several programs that assist nurses to achieve their certification goals. Programs such as ANCC's Success Pays™, AMSN's FailSafe, and AACN's Certification Bulk discount program have enabled many nurses to sit for board certification in their nursing specialty without any outlying cost. We continue to increase the number of certified nurses at Sentara RMH each year.

## We would like to commend the following nurses who obtained a new certification in 2017. Congratulations on your successful testing!

Amy Spicer, 4 East, Med-Surg  
 Bertha Webb, 4 East, Med-Surg  
 Staci Stoneberger, 4 East, Med-Surg  
 Heidi Miller, 5 West, Med-Surg  
 Katherine Knicely, 5 West, Med-Surg  
 Sarah Gibson, 5 West, Cardiac Vascular Nurse  
 Stephanie Miller, BHU, Case Management  
 Tracey Gentry, Cancer Ctr, CNML  
 Denise Silvius, ICM, Case Management  
 Michelle Harper, ICM, Case Management  
 Miriam Yoder, ICM, Case Management Certified Heart Failure Nurse  
 Patra Reed, ICM, Case Management  
 Phyllis Eskridge, ICM, Case Management  
 Brenda Quah, CCU, CCRN  
 Laura Roes, CCU, CCRN  
 Materna "Tess" Gabriela, ED, CEN  
 Rebecca Foltz, ED, CEN  
 Megan Vaught, ED, CEN  
 Darla Mohler, FBP, RNC-MNN  
 Stefanie Brock, Inpatient Phys, Care Coordination Transition Management  
 Marcus Almarode, Nursing Admin, Nurse Executive  
 Sabrina Shiflett, Nursing Admin, Nurse Executive  
 Carrie Bynaker, OR, CNOR  
 Dawn Propst, OR, CNOR  
 Dian Barb, OR, CNOR  
 Sarah Eyre, OR, CNOR  
 Sarah Smallwood, OR, CNOR  
 Lisa Ogilvie, Pre/Post, CNOR  
 Lisa Spruhan, Pre/Post, CNML  
 Erica Wojciechowski, Timber Way Health Center, Ambulatory Care Nursing



Front row: Cindy Harlow RN, Tavia Trobaugh SWK, Laura Wittig SWK  
 Second row: Phyllis Eskridge RN, Michelle Harper RN, Rachel Spencer SWK  
 Third row: Mim Yoder RN, Melinda Berkshire RN  
 Fourth row: Mary Lam RN, Carrie Bynaker RN  
 Fifth row: Jody Keller RN, Patra Reed RN, Pam Powers RN, Brenda Parker SWK  
 Back row: Danielle Simmons AA, Amy Raynes RN

Clinical Ladder Program

Sentara RMH continues to have a strong Clinical Ladder Program, which is coordinated by the Shared Governance Education and Professional Development Council. Listed below are the annual statistics for RNs achieving clinical ladder levels III through V since the inception of the program in 2006.

Clinical Ladder Advancement Levels:	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
III	70	45	63	65	86	110	102	105	115	122	136	116
IV	15	24	22	26	36	46	55	70	65	65	62	59
V	0	0	4	7	9	11	14	21	16	24	26	30
Total	85	69	89	98	131	167	171	196	196	211	224	205



L to R: Tracy Kimble, Dr Allana, Anne Snow, RN, Keisha Gangwer

2017 Clinical Ladder Recipients

Congratulations to all who maintained or advanced on the clinical ladder in 2017.

Aguiar, Shaina	Clin III	Grandstaff, Colleen	Clin III	Rathbun, April	Clin III	Coleman, Matt (Christopher)	Clin IV	Tiosso, Lauren	Clin IV
Altuma, Nawar	Clin III	Green, Amanda	Clin III	Rawley, Melissa	Clin III	Cunningham, Jennifer	Clin IV	Trainer, Sarah	Clin IV
Arbaugh, Madelyn	Clin III	Gunter, Liza	Clin III	Rhodes, Angela	Clin III	Dean, Kim	Clin IV	Weaver, Ceci	Clin IV
Arnold, Jennifer	Clin III	Hensley, Brooke	Clin III	Rhodes, Jody	Clin III	Dirks, Penny	Clin IV	Webb, Stephanie	Clin IV
Auville, Heather	Clin III	Hinkle, Belinda	Clin III	Roby, Kimberly	Clin III	Dovis, Eugene	Clin IV	Whetzel, Dawn	Clin IV
Bailey, Allison	Clin III	Huffman, Holly	Clin III	Rodriquez, Rosa	Clin III	Eagle, Diane	Clin IV	Whiteley, Kimberly	Clin IV
Baldwin, Sharon	Clin III	Jackson, Mari	Clin III	Rohrer, Katie	Clin III	Feldmeier, Kelinda	Clin IV	Will, Charlotte	Clin IV
Beeker, Erin	Clin III	Jerlinski, Sharon	Clin III	Runion, Kacey	Clin III	Findley, Stephanie	Clin IV	Winters, Rebecca	Clin IV
Beery, Laura	Clin III	Joiner, Emily	Clin III	Russell, James	Clin III	French, Courtney	Clin IV	Young, Kathy Jill	Clin IV
Bennison, Rachel	Clin III	Kalinchuk, Diane	Clin III	Showalter, Amber	Clin III	Furr, Margaret	Clin IV		
Bethune, John	Clin III	Kline, Emma-Rose	Clin III	Showalter, Chelsea	Clin III	Harris, Leslie	Clin IV		
Blank, Donna	Clin III	Kline, Ryan	Clin III	Simmers, Renee	Clin III	Hess, Amy	Clin IV	Block, Amy	Clin V
Blosser, Jennifer	Clin III	Knically, Lois	Clin III	Simmers, Valerie	Clin III	Kline, Judith	Clin IV	Burther Hoops, Brenda	Clin V
Bottenfield, Lisa	Clin III	Leap, Kristin	Clin III	Simmons, April	Clin III	Lambert, Melissa	Clin IV	Bynaker, Carrie	Clin V
Bow, Charlotte	Clin III	Leatherland, Cerrienne	Clin III	Simmons, Carolyn	Clin III	Leighton, Marsha	Clin IV	Carney, Billy Jo	Clin V
Bowman, Rebecca	Clin III	Lester, Rachel	Clin III	Simmons, Phaedra	Clin III	MacMillan, Kathy	Clin IV	Edwards, Jessica	Clin V
Bradford, Tanya	Clin III	L'Heureux, Jody	Clin III	Sly, Alisha	Clin III	Martin, Gloria	Clin IV	Foltz, Doris	Clin V
Breden, Hilary	Clin III	Long, Kristine	Clin III	Smallwood, Sarah	Clin III	McCutcheon, Rebecca	Clin IV	Gaddis, Linda	Clin V
Brown, Stacy	Clin III	Lough, Rachel	Clin III	Smith, Tamerau	Clin III	McDonald, Deborah	Clin IV	Griffin, Melissa	Clin V
Campbell, Cynthia	Clin III	Lowery, Anne	Clin III	Spitler, Sherrie	Clin III	McTier, Jane	Clin IV	Harmon, Michelle	Clin V
Clarke, Bridgette	Clin III	Lowry, Carol	Clin III	Steele, Amy	Clin III	Miller, Sheila	Clin IV	Haviland, Jennifer	Clin V
Clemmer, Charles	Clin III	Lucas, Donna	Clin III	Stroupe- Kephart, Lisa	Clin III	Monger, Kara	Clin IV	Kenney, Diana	Clin V
Codding, Heather	Clin III	Mahwood, Avin	Clin III	Stutzman, Eva	Clin III	Morris, Daniela	Clin IV	Leontie, Samantha	Clin V
Cowan, Pajaree	Clin III	Martin, McKenzie	Clin III	Tate, Tiffany	Clin III	Padgett, Holly	Clin IV	Mace, Daniel	Clin V
Craig, Dana	Clin III	Matthews, Valerie	Clin III	Taylor, Gloria	Clin III	Propst, Dawn	Clin IV	Mohler, Darla	Clin V
Crosby, Rebecca	Clin III	McIntyre, Linda	Clin III	Teter, Kimberly	Clin III	Propst, Marilyn	Clin IV	Neher, Paula	Clin V
Crummett, Courtney	Clin III	Miller, Ashley	Clin III	Thomas, Jessica	Clin III	Pugh, Barbara	Clin IV	Pierantoni, Julie	Clin V
Davison, Jessica	Clin III	Miller, Heidi	Clin III	Thompson, Tyler	Clin III	Pultz, Jessica	Clin IV	Quach, Brenda	Clin V
Deaver, Lindsay	Clin III	Morris, Amy	Clin III	Vaught, Megan	Clin III	Raynes, Amy	Clin IV	Rhodes, Salinda	Clin V
Depoy, Louann	Clin III	Moyer, Renee	Clin III	Veglia, Michelle	Clin III	Rhodes, Laura	Clin IV	Roadcap, Cynthia	Clin V
Dove, Amanda	Clin III	Moyer, Samuel	Clin III	Wilhelm, Elisabeth	Clin III	Riddle, Linda	Clin IV	Roes, Laura	Clin V
Dye, Laurie	Clin III	Myers, Ashley	Clin III	Williams, Leesa	Clin III	Rogers, Krista	Clin IV	Sandoval, Brooke	Clin V
Eavers, April	Clin III	Neff, Erin	Clin III	Wright, Kylan	Clin III	Roy, Margaret	Clin IV	Sheffer-Bess, Brandi	Clin V
Evans, Megan	Clin III	Norris, Patty	Clin III			Schultz, Shelby	Clin IV	Smith, Julie	Clin V
Farrell, Michelle	Clin III	Olshove, Lisa	Clin III			Shank, Lisa	Clin IV	Snow, Anne	Clin V
Fierro, Caitlin	Clin III	Palmer, Christina	Clin III	Albrite, Jessica	Clin IV	Shenk, Tanya	Clin IV	Spicer, Amy	Clin V
Fisher, Joyce	Clin III	Pence, Rebecca	Clin III	Bondurant, Gina	Clin IV	Silveira, Faythe	Clin IV	Stoneberger, Staci	Clin V
Furrman, Holly	Clin III	Phillips, Eileen	Clin III	Bontrager, Debra	Clin IV	Sizer-Lewis, Melissa	Clin IV	Swartz, Ann	Clin V
Gabriana, Materna	Clin III	Pitsenbarger, Kathleen	Clin III	Brewer, April	Clin IV	Smith, Nancy	Clin IV	Thomas, Helen "Ann"	Clin V
Geary, Maria	Clin III	Portillo, Brittany	Clin III	Childs, Elizabeth	Clin IV	Sumner, Michael	Clin IV	Williams, Chris	Clin V
Gingerich, Sara	Clin III	Price, Lisa	Clin III	Clancey, Elaine	Clin IV	Sychev, Oksana	Clin IV	Wilson, Chasity	Clin V
Godshall, Sara	Clin III	Price, Megan	Clin III	Clark, Susan	Clin IV	Teter, Rebecca	Clin IV		

# Recognition/Rewards

Each year our nurses are recognized for their contributions to nursing excellence in many different ways. Below are just a few examples of nurses that were recognized in 2017.

## Nurses Week Awards

Our annual “Excellence in Nursing Practice” Award Winners were announced during Nurses Week 2017. These nurse professionals were nominated by their peers for exemplifying excellence in nursing and being committed to improving health every day. We commend them for excellence in mentoring, leadership and service.

The 2017 Excellence in Nursing Practice Award winners were:

- **Beginning Practitioner of the Year — Kelley Planchak, BSN, RN, 4 East**
- **Preceptor of the Year — Justin Brenneis, RN, ED**
- **Nurse of Distinction — Billie Jo Carney, MSN, RN, PACU**
- **Nurse Excellence in Patient Centered Care — Kay Miller, RN, 4 West**
- **Exemplary Clinical Practice — Laura Watson, BSN, RN, Integrated Care Management**
- **Transformational Leader — Alexis Jones, BSN, RN, 3 West**
- **Excellence in New Knowledge and EBP — Mim Yoder, BSN, RN, Integrated Care Management**
- **Support Staff Excellence in Patient Centered Care – Teresa Burgoon, NCP, CCU**

L to R: Mim Yoder, Teresa Burgoon, Alexis Jones, Justin Breeneis, Billie Jo Carney, Kelley Planchak, and Kay Miller (not pictured: Laura Watson)



## 2017 Patient Safety Champions

Each year during National Patient Safety Awareness Week, we recognize four team members who have been nominated by their peers as persons who help shape our culture of safety at Sentara RMH. In addition, we also present the annual Victoria Morris Patient Safety Award to a team member who exemplifies the type of passion, dedication and commitment to patient safety that was evident in the work of Victoria “Tori” Morris, RN, who served as the hospital’s Patient Safety Officer and Patient Safety Coordinator for the last five years of her life. Three of the five safety champions in 2017 were RNs. Congratulations to our safety champion winners; thank you for the work you do to support our culture of safety.



Jessica Edwards, RN



Carlissa Lam, RN



Jessica Sprouse, RN

**Patient  
Safety  
First**



## ACE (Always Committed to Excellence) Winners

The Sentara Always Committed to Excellence (ACE) Award is given twice a year to two outstanding staff members in each Sentara division who are nominated by their peers for always exhibiting excellence in their adherence to all five Sentara Commitment to patients, visitors, physicians and coworkers. Each winner receives a \$500 prize (minus standard deductions) and an ACE Award pin.



**Eileen Phillips, RN**, from Moderate Sedation won for demonstrating the following behaviors:

- Champions patient safety and is a strong patient advocate.
- Consistently greets patients with a smile, taking time to explain everything.
- Actively listens to patient concerns and attempts to resolve them promptly.
- An exceptional team player; she role-models teamwork and inspires others to be better team players. She demonstrates “servant leadership” in all of her actions and consistently manages up all staff members.
- Routinely places the team’s needs above her own.



**Olga Suslaev, RN**, 5 West

“Always treats you with dignity, respect, and compassion!” Olga understands that emotional harm results from disrespect and that always treating our patients and families with respect requires an overall culture of respect. Olga treats not only her patients with dignity and respect, but also her peers, physician team members, and ancillary staff. She is truly an advocate for her patients and views it a privilege to care for them. She ensures her patients and their families are active participants in the patient’s care. Through active listening she helps her patients feel “seen and understood,” which reduces stress and anxiety in her patients. One physician leader said, “Olga is a superb nurse who has excellent instincts. She is one of the finest nurses at Sentara RMH. She never complains and always provides excellent care to her patients.”



**Gina Sprouse, Community Health Worker**, Community Health Department

“Always keeps you safe!” A member of the Continuum Case Management team, Gina regularly partners with a nurse case manager to care primarily for heart failure patients. She works with patients in their homes to help them manage their complex and chronic disease process. Recently Gina was able to educate a patient who was refusing to wear a LifeVest (wearable cardio defibrillator), explaining why it was so important for him to wear the vest. Less than 24 hours after Gina’s intervention, the patient suffered a VFib arrest, and the vest activated to save his life. He likely would not be alive today without Gina’s persistence. Other comments about Gina from patients include these: “You are an answer to my prayers”; “You are truly a gift and testament to your profession”; “How unbelievably kind and compassionate you are.” From her co-workers and supervisors: “Gina truly cares about her patients”; “She works so hard to improve and save lives.” In addition, based on program outcomes data kept by Sentara RMH, Gina’s work is improving patients’ quality of life while reducing readmissions, ED visits, and overall healthcare costs.”

## March of Dimes “Nurse of the Year” Awards

Each year, state chapters of the March of Dimes hold Nurse of the Year events to recognize and honor distinguished nurses for their contributions to healthcare and excellence in care. Patients, co-workers, friends and family members can nominate nurses for the award. A selection committee chooses only five finalists in each category. Congratulations to the following nurses for winning March of Dimes Nurse of the Year Awards in 2017: Donna Hahn, DNP, RN, NEA-BC won in the category of Nursing Administration, Debbie Kile, MSN, RN, NE-BC won in the category of Surgical Services, and Pam Collins, BSN, RN-BC won in the category of Case Management.



From Left, Donna Hahn, RN, Debbie Kile, RN, Pam Collins, RN



MARCH OF DIMES



## DAISY

The DAISY program was implemented at Sentara RMH in 2016 as another way to recognize our nurses for the exceptional care they provide to their patients. The DAISY Award is an international program developed to recognize nurses for their exceptional care. It is an acronym for Diseases Attacking the Immune System. The DAISY Foundation was formed in 1999 by the family of J. Patrick Barnes who died at age 33 of complications of ITP. The nursing care Patrick received when hospitalized profoundly touched his family.

Sentara RMH continued this recognition program for nurses in 2017. Anyone can nominate an RN for the DAISY award. The Nursing Excellence Champions Council (made up of staff nurse representatives from most units in the hospital), reads blinded nominations and votes quarterly on their top choices based on the DAISY criteria.

### The 2017 DAISY winners are listed below:

- Madelyn Arbaugh, FBP
- Justin Brenneis, ED
- Bonnie Caplinger, CCU
- Daphne Conis, PCU
- Debra Craddock, BHU
- Michael Heatwole, CCU
- Brenda Hoops, ED
- Holly Huffman, 3 West
- Regina Kanagy, PCU
- Jacqueline Parler, Pediatrics
- Michael Sumner, ED
- Dawn Whetzel, Treatment Center



L to R:  
Madelyn Arbaugh, FBP  
Justin Brenneis, ED  
Bonnie Caplinger, CCU  
Daphne Conis, PCU



L to R:  
Debra Craddock, BHU  
Michael Heatwole, CCU  
Brenda Hoops, ED  
Holly Huffman, 3 West



L to R:  
Regina Kanagy, PCU  
Jacqueline Parler,  
Pediatrics  
Michael Sumner, ED  
Dawn Whetzel,  
Treatment Center

## Certified Nurses Day

Certified Nurses Day is celebrated on March 19th, the birthday of Margreta “Greta” Madden Syles, EdD, RN, FAAN (1903-2005). Known as the “Mother of Nurse Credentialing,” Styles was a visionary scholar with an international impact on the nursing profession. The thousands of certified nurses in the U.S. today and the growing role of certification in contributing to better patient outcomes are a lasting testament to her legacy. Sentara RMH celebrates our certified nurses annually on March 19th. Below is a picture of the certified nurses who were able to attend the celebration in 2017.



## Evidence-Based Practice/ Nursing Research

### Nurse Residency Program

Beverly Eye, BSN, RN serves as the Sentara RMH site coordinator for our Nurse Residency Program (NRP). Bev reflects on the NRP, “For the majority of my nursing career I have worked with new nurses, preceptors, and assisted with orientation, training and development. Based on this experience, I was very excited about the prospect of Sentara partnering with a nationally recognized Nurse Residency Program. Sentara Hospitals, in collaboration with Vizient and the American Association of Colleges of Nursing (AACN), launched the Vizient/AACN Nurse Residency Program™ in the first quarter of 2016. This nurse residency program is a one-year program, includes an evidence-based curriculum, has become the gold standard, and is well published. The Vizient/AACN Nurse Residency Program™ boasts a 95% new nurse retention rate (7 year average) versus the national average of 82%.

Being selected as the Nurse Residency site coordinator was a good fit for me based on my experience and my passion for supporting nurses, specifically our new nurse graduates. Even though I was a new nurse many years ago, I clearly remember being overwhelmed by the responsibility of patient care, job expectations, and by the fact that there was so much to learn. There were moments when I considered leaving the profession. As I later began the job as nurse educator, I vowed to do everything possible to support our new nurses and as a result, the Preceptor Program was initiated. The Preceptor Program has proven to be a very effective tool in assisting new nurses transition into competent and confident professionals. The Nurse Residency Program has been a very valuable addition to our Preceptor Program in providing information beyond orientation and dedicated support to our new nurses.



*Beverly Eye, BSN, RN*



By the end of 2017, Sentara RMH Medical Center has launched 5 nurse residency cohorts comprised of 123 new nurse graduates. Three cohorts graduated in 2017 (see pictures). Our goal is to provide our new nurses with the Vizient Program's evidence-based curriculum, simulation training to enhance critical thinking, contact with resources including content experts and with the support of our experienced nurses. It definitely takes everyone to support our Nurse Residency Program. In addition to content experts, our facilitators lead discussion sessions titled "tales from the bedside" and trained mentors assist with evidence-based practice project development. Also, a very important aspect to the retention of our new nurses occurs on their assigned unit. Leaders, preceptors, and unit staff have a significant impact on the transition of our new nurses to competent professionals and on their decision to remain in our organization.

Being a new nurse can be both exciting and overwhelming. There is so much learn, from processes to personalities. What makes the experience easier is having helpful coworkers that take the time to bring new employees "into the fold" in addition to the contact with interdepartmental resources and dedicated support staff. The Sentara Nurse Residency Program aims to provide that and more! "

For additional information about our Nurse Residency Program contact Beverly Eye at [bseye@sentara.com](mailto:bseye@sentara.com) or 540-689-6227.

LEFT: Nurse Residency Cohorts 1, 2, & 3



Tyler Thompson, BSN, RN, CCU

### Reflections from a resident from Cohort 2, Tyler Thompson, BSN, RN, CCU

"My favorite part of the Nurse Residency Program was the Tales from the Bedside portion. This quickly became an important time to share challenges and learn how other units handle similar problems. Learning how other new grads on each unit perceive issues and processes gave me a new appreciation for all the pieces of the puzzle. The Nurse Residency Program was helpful as a transition into practice because we were exposed to a lot of the ancillary departments and how they function as an integral part to our patient care. Learning what each different team does and how it can benefit my patients, helps me provide the best care possible.

I was really pleased and a little surprised to know that my group's Evidence Based Practice project was heard, and continued as a study for one of our MSN students. We spent a lot of time reviewing the literature and putting together our project and it is rewarding to know it actually mattered to someone."



# Shared Governance

Sentara RMH has had a shared governance structure in place for over a decade. This structure continues to be fundamental to maintaining and further developing our clinical practice standards, professional development, and evidence-based practice and nursing research. We continue to have four very active hospital shared governance councils, and also have nurse participation on councils and forums at the system level. In 2017, the Education and Professional Development Council was chaired by Susan Clark, BSN, RN, CDE, Professional Practice & Safety Council was chaired by Jerica Peric, BSN, RN, Evidence-based Practice and Nursing Research Council was chaired by Valerie Matthews, MS, RN, and the Nursing Excellence Champions Council by Elaine Clancey, BSN, RN, PCCN.

Below are just a few of the hospital councils' accomplishments in 2017.

The **Education and Professional Development Council** recognized our certified nurses on Certified Nurses Day, revised the clinical ladder program and reviewed 207 portfolios, established nursing certification and education goals for the organization, recognized staff who had advanced their education degrees, promoted the use of CE Direct and the Focused CE Series to help prepare staff for specialty certification exams, featured monthly "CEUs for You" articles in Nurse Notes on topics identified in the nursing learner needs assessment, hosted a Nurse Burnout Seminar by EAP in May during Nurses Week, promoted specialty certification and developed a certification challenge for the department with the largest increase in certified nurses to receive a pizza party, endorsed and communicated Nurse Call changes and structured hourly rounds, made recommendations for SmarTIGR resources and monitored usage.

The **Professional Practice & Safety Council** made recommendation to keep the limb alert armband, which was approved, developed tip sheets for float nurses, assisted in developing a report for time critical medications, piloted how to best handle medications in isolation rooms, developed system color-coded supply list, which was approved, printed and placed in each supply room on units, conducted pilot to improve patient satisfaction scores on education on new medications patients are sent home on, monitored nurse sensitive quality indicators (falls, HAPIs, CAUTIs, CLABSI, etc.), made request to add implanted devices or metal to periop questionnaire for both outpatient and inpatient, which was approved by the system Nursing Documentation User Council (NDUC).

The **Nursing Excellence Champions Council** voted on DAISY nominations received quarterly and recognized 12 nurses with the DAISY award, voted on Nursing Excellence nominations for 8 categories, which were presented during Nurses Week, updated PPM posters and distributed to units, provided education on Relationship Based Care with activities based on the three different components each quarter, promoted Healing Touch sessions for staff on the units and reviewed evaluations monthly, implemented and reviewed unit dashboards monthly, reviewed patient and RN satisfaction results, recommended changing RN scrub color to Navy by June 2018.

The **Evidence-Based Practice and Nursing Research Council** approved seven new nursing research studies, closed four nursing research projects, and renewed three nursing research projects from 2015; approved three quality improvement projects, approved 19 evidence-based (EBP) projects - 14 were from the Nurse Residency Program (NRP), held

two EBP Mentorship workshops; offered monthly educational opportunities, supported the NRP residents, conducted literature review on DNR Arm Bands and on Medications in Isolation Rooms for the Professional Practice & Safety Council, and put out a call for posters for Nurses Week and the Education Symposium.



2017 Shared Governance Chairs and Advisors, L to R: Valerie Matthews, RN, Sabrina Shiflett, RN, Lesley Cook, RN, Bev Eye, RN, Susan Clark, RN (not pictured: Elaine Clancey, RN, Jerica Peric, RN, Shawn Craddock, RN)

In 2017, we had several staff that was involved in nursing research, evidence-based practice (EBP) projects, and quality improvement (QI) projects. Provided below is the list of these projects.

EBP Project Title	Primary Investigator(s)
Mindfulness in Nursing Practice	Tylar Marcum, BSN, RN, Julie Ingalls, BSN, RN, Elena Washington, RN, Jill Townsend, RN
Comparison of Fall Risk Assessment Tools	Emily Mills, BSN, RN, Elana Custer, RN, David Chvanov, BSN, RN
Effective Communication for Nurse-Patient Interactions Related to Opioid Prescriptions	Sara Allen, RN, Kelsey Hill, BSN, RN, Corinne Haney, RN
How to implement an effective mobility program	Brittany Portillo, BSN, RN, Courtney Crummett, BSN, RN, Jessica Thomas, BSN, RN, Erin Neff, BSN, RN
Digital Photography in Wound Care	Heather Burgoyne, BSN, RN, Elizabeth Landes, BSN, RN, Megan McDorman, RN, Maria Schmitt, RN
Pain Management for Sedated/Ventilated Patients	Ivan Napotnik, RN, Holly Padgett, RN, Tyler Thompson, BSN, RN
Frequency of foley care to decrease infection	Kelley Planchak, BSN, RN, Amanda Painter, RN
Post code pause	Kendall Wise, BSN, RN, Amy Morris, RN, Heather Walden, RN
Standardized handoff reporting	Carrie Apted, RN, Erin Gardner, BSN, RN, Kevin Grauer, RN, Jessica Griffen, RN
Nursing ratios and in hospital mortality	Brittany Bennett, RN, Nawar Altuma, RN, Erika Spitzer, RN, Jessica Sprouse, BSN, RN, Yoana Mendez-Soto, BSN, RN
Video monitoring in the prevention of falls	Billie Day, RN, Elaina Jenkins, BSN, RN, Sasha Boyer, RN, Querena Villeda, RN
Benefits of Copper Products in Prevention of HAIs	Mollie Jones, BSN, RN, Lauren Laconi, RN, Heather Lambert, RN, Timothy Shulgan, RN, Marissa Brandon, BSN, RN
Best Practice for Neonatal Drug Screening	Joy Slaven, BSN, RN, Glenda Hummel, BSN, RN, Jennifer McDaniel, BSN, RN, Alexandra Long, BSN, RN
Surgical Site Infections	Jennifer Arnold, BSN, RN
A Reminder Phone Call for Outpatient Myelogram Appointments	Elisabeth Wilhelm, BSN, RN
LOS in Post-Operative Patients with BMI >35kg/m2	Cindy Wheelbarger, RN
Handwashing EBP Project	Phaedra Simmons, RN
The Relationship Between Survey Results of Staff Satisfaction and Customer Satisfaction Scores	Jill Young, BSN, RN

Nursing Research Study Title	Primary Investigator(s)
Incivility through Cognitive Behavior Therapy	Deb Kile, MSN, RN, NE-BC
Improving Adherence to Mental Health Treatment in a Low-Income Clinic	Janice Gandy, MSN, RN
Certified Diabetes Educators in Medical Homes	Julie Pierantoni, MSN, RN, CDE
New Nurse Huddle Pilot	Shawn Craddock, MSN, RN, NE-BC
Evaluation of a Multidisciplinary Health Promotion Program for Individuals with Cancer	Laura Trissel, MSN, AG-ACNP, RN, OCN
A Multidisciplinary Code Sepsis Team to Improve Sepsis Bundle Compliance in the Emergency Department	Jill Delawder, MSN, RN, ACCNS-AG, CCRN, CSC, CNS
Comparison Study of the Predictive Accuracy of the Cubbin-Jackson Skin Risk Assessment and Braden Scale in Critical Care Patients	Jill Delawder, MSN, RN, ACCNS-AG, CCRN, CSC, CNS



Jessica Griffin, RN



Brandy Sollenberger, RN & Melissa Griffin, RN



Dr. Lindbergh & Megan Vaught, RN

# Dissemination of Scholarly Work

As a Magnet organization, we conscientiously integrate evidence-based practice and research into our clinical practice. We also seek to add to the body of knowledge so that others may learn from us. We were quite busy in 2017 sharing our nursing best practices at local, regional, state, and national events. Kudos to all listed below who disseminated their scholarly work through poster or podium presentation and publications.

## 2017 Poster Presentations

Title of Poster	Researchers / Authors	Location (Hospital / Department / facility)	Where presented National (N) Regional (R) Local (L)	QI, EBP, or Research (IRB#)	Abstract Yes/No
Reducing restraints in the intensive care unit: An interdisciplinary approach	Christy Crawford, BSN, RN; Jill Delawder, MSN, RN, APRN, ACCNS-AG, CCRN-CSC, FCCS	SRMH Critical Care Department	(R)-VHHA Safety Summit; (L)-Pi Mu Day, JMU; (R)-Education Symposium	Research	Yes
Family presence during resuscitation: A multimodal approach to implementing a formal guideline	Jill Delawder, MSN, RN, APRN, ACCNS-AG, CCRN-CSC, FCCS	SRMH Critical Care Department	(R)-VHHA Safety Summit; (L)-Pi Mu Day, JMU; (R)-Education Symposium	Research	Yes
Developing Nurse Driven, Unit-Based Nurse Retention Strategies	Shawn Craddock, MSN, RN, NEA-BC	Sentara RMH Medical Center	(L)-Pi Mu Day	EBP	
Pilot of a Randomized Trial Comparing Outcomes of Three Types of Peripheral Intravenous Catheters	Heather Galang, MSN, RN-BC, CNL; Erica Lewis, PhD, RN	Sentara RMH Medical Center	(R)-VCU EBP Symposium; (R)-VADNP Conference; (R)-Education Symposium	Research	Yes
Ischemic Stroke: Transport of the Alteplase Patient	Anna Burrows, BSN, RN; Michael Sumner, BSN, RN; Kelly Perry, BSN, RN; Vanessa Yoder, BSN, RN	SRMH Emergency Department	(L)-SRMH Nurses Week Luncheon (R)-Nurse Leadership Academy; (R)-Education Symposium	EBP	Yes
The Effectiveness of Education and Cognitive Rehearsal in Managing Nurse-to-Nurse Incivility in a Post-Anesthesia Care Unit	Deborah Kile, MSN, RN, NE-BC; Melody Eaton, PhD, MBA, RN, CNE	SRMH Endoscopy	(R)-Virginia Organization of Nurse Executives; (L)-SRMH Nurses Week Luncheon; (R)-VADNP Conference; (R)-Virginia Nurses Association Fall Conference	EBP	Yes
Using Community Health Workers in Collaboration with Nurse Case Managers in Effecting Change in Quality of Life for Heart Failure Patients	Patra Reed, DNP, RN, CNML	SRMH Care Coordination	(R)-VADNP Conference	EBP	
A Multidisciplinary Code Sepsis Team to Improve Sepsis Bundle Compliance in the Emergency Department	Jill Delawder, MSN, RN, APRN, ACCNS-AG, CCRN-CSC, FCCS	SRMH Critical Care	(N)-National DNP Conference	EBP	
Implementing a Community-Based Diabetes Prevention Program	Julie Pierantoni, MSN, RN, CDE; Kathryn Robinson, MPH; Susannah Lepley, MA	Patient Education	(R)-Sentara Education Symposium	EBP	No
Certified Diabetes Educators in Medical Homes	Julie Pierantoni, MSN, RN, CDE	Patient Education	(R)-Sentara Education Symposium	EBP	No
A Systemwide Evaluations of the SAD PERSONS Tool within Sentara Healthcare	Donna Hahn, DNP, RN, NEA-BC	Sentara Healthcare	(R)-VNA Fall Conference; (R)-VONEL Fall Conference	EBP	

## 2017 Podium Presentations

Title of Presentation / PowerPoint	Researchers / Authors	Location (Hospital / Department / facility)	Where presented National (N) Regional (R) Local (L)	QI, EBP, or Research (IRB#)
Using Community Health Workers through Interprofessional Collaboration in Effecting Change in Quality of Life for Heart Failure Patients	Laura Watson, BSN, RN-BC, CHFN; Gina Sprouse, CHW	SRMH Care Coordination	May 11, 2017 Norwood, MA (N): Community Health Worker and Patient Navigator Annual Conference	EBP
Certified Diabetes Educators in Medical Homes	Julie Pierantoni, MSN, RN	SRMH Patient Education	April 4, 2017 Pi Mu Day at JMU (L); August 2017 Indianapolis, IN (N): American Association of Diabetes Educators National Conference	EBP
The Effectiveness of Education and Cognitive Rehearsal in Managing Nurse-to-Nurse Incivility in a Post-Anesthesia Care Unit	Deb Kile, MSN, RN; Melody Eaton, PhD, RN; Maria DeValpine, PhD, RN; Rebecca Gilbert, DNP, RN	SRMH Endoscopy	April 4, 2017 Pi Mu Day at JMU (L)	EBP
Pilot of a Randomized Trial Comparing Outcomes of Three Peripheral Intravenous Catheters: Utilizing the Plan, Do, Study, Act Cycle	Heather Galang, MSN, RN-BC, CNL; Erica Lewis, PhD, RN	SRMH Care Coordination	April 4, 2017 Pi Mu Day at JMU (L); September 13-15, 2017 at National DNP Conference (N)	Research
Using Community Health Workers through Interprofessional Collaboration in Effecting Change in Quality of Life for Heart Failure Patients	Patra Reed, DNP, RN, CNML	SRMH Care Coordination	4/20-22 American Case Management Association 2017 National Conference, Washington, DC (N)	EBP

## 2017 Publications

Title of Publication	Researchers / Authors	Journal / Month / Pages
Community Health Workers in Collaboration With Case Managers to Improve Quality of Life for Patients with Heart Failure	Patra Reed, DNP, RN, CNML	<i>Professional Case Management</i> , May/June 2017; p 144-148
Transformational Impact on Direct Care Nurses' Supporting the Magnet Site Visit	Susan Winslow, DNP, RN, NEA-BC; Joani Brough, MSHA, BSN, RN, NE-BC; Lesley Cook, MSN, RN, NE-BC; Susan Cutrell, MSN, RN, NE-BC; C.J. Robison, BSN, RN, CMRSN; Catherine Smith, MSN, RN, CCNS, CCRN	<i>Nursing Admin Quarterly</i> , 2017, 41(3): 275-279.



L TO R: Julie Peirantoni, RN; Lesley Cook, RN & Patra Reed, RN; Christy Crawford, RN & Jill Delawder, RN

## Sentara RMH Nurses Win 1st Place for Poster Presentations:

- Debbie Kile, MSN, RN, NE-BC presented a poster at the Virginia Organization of Nurse Executives and Leaders (VONEL) spring conference in Virginia Beach, VA on May 5th about her research project, “The Effectiveness of Education and Cognitive Rehearsal in Managing Nurse-to-Nurse Incivility in a Post-Anesthesia Care Unit”. Debbie’s poster won first place.
- Nurse Residents, Michael Sumner, BSN, RN, Anna Burrows, BSN, RN, Kelly Perry, BSN, RN, and Vanessa Yoder, BSN, RN, did their evidence-based project (EBP) for the Nurse Residency Program (NRP) on “Transportation of Stroke Patients on an Alteplase Infusion”. They presented their project at their NRP graduation at SRMH in February, and then they also had the opportunity to present their poster presentation at the Sentara Nursing Leadership Academy on May 25th in Newport News, VA. Michael Sumner represented the group at the May 25th event, and their poster won first place for the NRP EBP posters presented. Below right is a picture of the group and right is Michael with EBP mentor, Jill Delawder, MSN, RN, APRN, ACCNS-AG, CCRN-CSC, FCCS at the Sentara Nursing Leadership Academy.
- Donna Hahn, DNP, RN, NEA-BC, Chief Nurse Executive won Best Research Poster on her project, “A System-wide Evaluations of the SAD PERSONS Tool within Sentara Healthcare” at the Virginia Nurses Association, Fall Conference 2017.



## CCU Nurses Present at Virginia Nursing Student Association State Convention

In February 2017, our Local Blue Ridge American Association of Critical Care Nurses (AACN) chapter presented a discussion panel about Critical Care nursing at the Virginia Nursing Student Association (VNSA) State Convention at JMU. Our CCU nurses in attendance presented their background in nursing, why they chose critical care nursing, the benefits of being certified and what they do to prevent burnout. “BuRN out: Together we’re Stronger” was the Theme of the conference. They then led a discussion panel from questions presented by the session attendees.



TOP LEFT: Debbie Kile  
 BOTTOM LEFT: Michael Sumner, BSN, RN, and Jill Delawder, MSN, RN.  
 TOP RIGHT, L to R: Jennifer Haviland, RN, Chris Williams, RN, Lisa Stroupe-Kephart, RN, Cynthia Roadcap, RN, Keoyona Ray, RN  
 BOTTOM RIGHT, L to R: Michael Sumner, RN, Vanessa Yoder, RN, Kelly Perry, RN, Anna Burrows, RN

## New Services at Sentara RMH

In 2017, Sentara RMH nurses were involved in helping bring new services to our community. A few of these are highlighted below:

- 1. New Hybrid OR and Structural Heart Program:** In January 2017, the Sentara RMH Heart and Vascular Department added a structural heart program, which included Transcatheter Aortic Valve Replacement (TAVR) for patients in the community. While open-heart aortic valve replacement surgery has traditionally been the gold standard treatment for severe symptomatic native aortic valve stenosis, there are patients who are not candidates for open-chest surgery. These inoperable patients may not be able to undergo traditional surgery because of factors such as age, history of heart disease, frailty or other health issues. TAVR is performed by a specially-trained interventional cardiologist and a cardiothoracic surgeon. Prior to Sentara RMH offering this program, the closest hospital providing these services was an hour drive from Sentara RMH.
- 2. Fecal Microbiota Transplantation (FMT) for Clostridium difficile Infection (CDI):** In the fourth quarter of 2017, the gastroenterologists and Endoscopy Unit at SRMH began providing this treatment for CDI that is not responsive to standard therapy. It is an emerging field where research is rapidly evolving. Once it is confirmed that the patient is clear to have the transplant, a 250 ml sample is removed from a -80 degree Celsius freezer to thaw for at least 4 hours. During the procedure, the fecal sample is infused at the cecum, or the most proximal aspect safely reached by colonoscopy. With FMT now available at Sentara RMH, patients suffering with recurring CDI will have the opportunity to be cured, which will lead to a healthier and more active lifestyle.

- 3. The Sentara RMH Medical Group Anticoagulation Services Clinic opened in mid-August.** It is staffed by RNs who have completed extensive training related to anticoagulation therapy. They work in collaboration with the PharmD team at Sentara Medical Group to manage our patients receiving anticoagulation therapy in the Harrisonburg area. Using evidence-based protocols, the nurses adjust the patients’ therapy to keep them safely in therapeutic range. A phone consultation is conducted with a PharmD any time a patient’s assessment warrants additional input or the results do not allow the use of the protocols. The clinic nurses provide extensive education for patients who are new to anticoagulation therapy and also coordinate the use of additional medications to bridge therapy during procedures. Centralizing these services has allowed expert nurses to care for this complex population of patients – removing much of the management burden from the physicians and APCs. Currently, the clinic is only managing patients for Sentara RMH Medical Group providers located in the Harrisonburg area. There are plans to expand the service to Sentara East Rockingham Health Center and Sentara Timber Way Health Center patients later this year.



L to R: Karen Murie, Carissa Bowman, Betty Hassler

# Community Involvement

**4. Transition of Care Clinic** was opened in August for patients who need a timely follow up after a hospital stay. The patient sees a nurse practitioner who reviews the patient's medications and education materials. Our goal is to help every patient recover and avoid returning to the hospital.

**5. Family Birthplace Low-Intervention Birthing Suite:** For mothers who want a home-birth experience but also want the medical support of a hospital, the Family Birthplace opened a new low-intervention birthing suite. While we work to provide a low-intervention experience for any mom who requests it in any of our birthing suites, this particular suite was specifically designed for moms with low-risk pregnancies who desire a natural, family-centered experience. Yet, the new birthing suite ensures that total medical support is readily available if needed. A full-size bed, Jacuzzi tub, sleeper sofa, rocking chair and other home-like amenities are provided.

**6. Emergency Department Redesign:** A remodel of patient flow and staff work-design was implemented on March 8th. Phase 1 of this improvement project included implementation of a "quick registration and triage" process. It also promotes a team approach in evaluating and treating patients, both in the Fast Track and in a new "Focused Care" area (for medium acuity patients). The overall goals are to ALWAYS provide the safest and highest quality of care by evaluating patients more quickly, reducing wait times, decreasing overall length-of-stay, and improving patient and staff satisfaction.

**7. Nursing Peer Review Council:** Nursing peer review is a process by which bedside registered nurses—from all inpatient units and several outpatient units—review and evaluate the quality of nursing care provided by their peers. This process is non-punitive and intended to identify safety concerns with nursing practice and offer evidence-based solutions. It promotes problem solving and continuous learning. Anyone can complete a referral form for nursing peer review.

**1. County Fair:** Each year, Sentara RMH has a large presence at the Rockingham County Fair, which occurs annually in mid- August. Nearly 100 staff members volunteer throughout the week to greet fair goers, provide free bottles of water, and provide free health screenings, such as blood pressure checks, cholesterol screenings, and blood sugar screenings. In 2017, clinical nurses performed 1,367 free blood pressure screenings and 245 free blood glucose tests during the week at the fair.

On August 17 and 19, 2017, nurses from the Hahn Cancer Center partnered with SRMH endoscopy nurses at the Rockingham County Fair to promote colorectal cancer screening. Six of the nineteen RNs at the Cancer Center, along with nurses from the endoscopy department, spoke with more than 100 individuals, age 50 or older, throughout the course of the two days. Participants were given information, both verbally and in handouts, regarding colorectal cancer facts, risk factors, signs and symptoms, and screening tests. Of the more than 100 participants, 80% verbally agreed to follow up with their primary care physicians in order to discuss colorectal cancer screening! Due to our nurses reaching out to the community, preventative screening will be a priority for an increased number of individuals.

**2. International Festival:** Sentara RMH Medical Center has been a proud sponsor and supporter of the International Festival for many years. The hospital has a booth set up at the Festival each year where we offer blood pressure screenings, diabetes screenings, and information on cultural diversity programs such as our Diversity in Healthcare Scholarship and interpretation/communication services. The International Festival is a free day of family fun that celebrates the many cultures that make up our community. The International Festival features international foods, music, dance, activities for all ages, a multi-language area, Teen Spacefest and a World Bazaar featuring traditional folk art. Attendance numbers are usually around 7,000-8,000 people and the event is accessible to individuals with diversified mobility and older adults.



ABOVE: Family Birthplace Low-Intervention Birthing Suite



Kim Dean, RN at fair

**3.ED Trauma Trot:** The Emergency Department held their annual Trauma Trot 1K/5K/8K in May 2017 as a means to provide safety awareness and education. Proceeds were used to purchase bicycle helmets that are given to pediatric patients in the Emergency Department.



**4. Blue Ridge AACN** donated gifts to children at Christmas to the Section 8 Housing Authority in Harrisonburg in December. The Blue Ridge AACN in cooperation with the Critical Care Unit chose 16 children off the Angel Tree to buy Christmas gifts for in December. This is our second year and we more than doubled the number of children we were able to buy for this year! We chose this particular project because the families in Section 8 Housing have to apply for this and have certain criteria like paying their bills on time for the entire year and being employed in order to qualify. We felt that this was a way to help out those who are really trying to help themselves and just need a little nudge.



**5. Mission Trips:** Sentara RMH has several clinical nurses who go beyond national borders to provide community outreach through mission trips to third world countries each year. Millions of people are in need of medical care and supplies that are not readily available to them. In most third world countries, they simply cannot afford the cost; others have no access to healthcare because of the geographical location or a lack of supplies in that area. In 2017, Beth Robbie, BSN, RN and Laura Rhodes, RN went to Bolivia with Mission of Hope and were part of surgery team #29. They arrived in Santa Cruz the weekend of September 16th, in spite of cancelled flights due to Hurricane Irma! Team members came from all across the US, including one nurse from Puerto Rico. It was an amazing week of teamwork as 63 patients received the blessing of an excellent surgery done free of charge! Many lives were changed, both physically and spiritually! Below is a picture at Mission of Hope in Bolivia where Beth and Laura helped to provide care in 2017.



L to R: Trauma Trot, Blue Ridge AACN, Mission Trip

**6. Family Fair:** In 2017, approximately 300 people attended the annual Family Fair. The Family Fair is designed to provide outreach and education to families in our community. The fair features both the Family Birthplace and Pediatric units by showcasing the services that both units have to offer. Other departments and community agencies are featured as well during the fair. Numerous educational exhibits are available for families, and fun activities are featured, such as face painting, door prizes, car seat safety checks, unveiling of the 2017 baby collage, the empathy belly, and refreshments.



LEFT AND TOP: Family Fair  
ABOVE, L to R (Past and present ENA presidents): Brenda Hoops, RN, Carlissa Lam, RN, Melissa Griffin, RN, Rebecca Foltz, RN

### Nurses Involved in Community and Professional Boards:

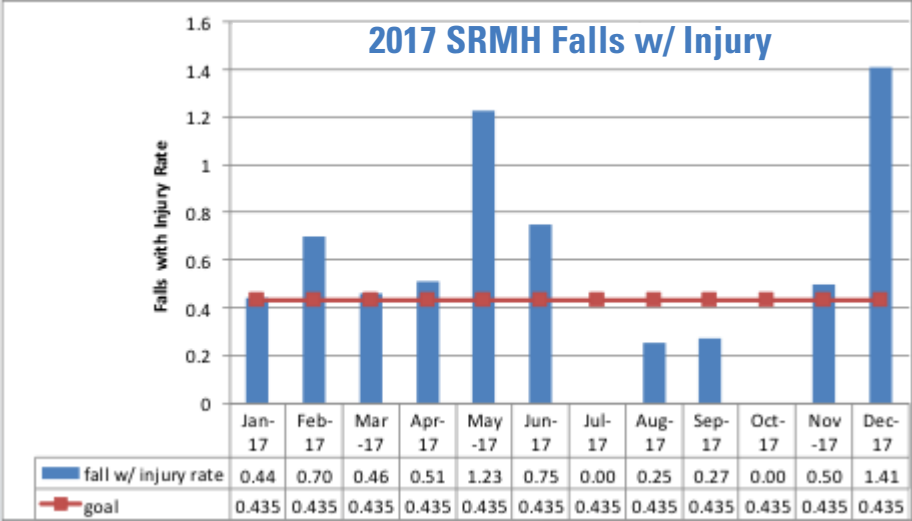
Nurse	Professional or Community Board	Role
Janene Good, BSN, RN, RDCS	Harrisonburg Heart Walk Executive Leadership Team (part of American Heart Association)	Member
Michael Sumner BSN, RN	Local Pi Mu Chapter of Sigma Theta Tau International	Community VP
Brenda Hoops, RN, BA, CEN, CPEN, SANE-A	Central Shenandoah Valley Safe Kids Coalition	Member
Paula Neher, BSN, RN, CEN,	Central Shenandoah Valley Safe Kids Coalition	Member
Rebecca S. Foltz, BSN, RN, CEN	Central Shenandoah Valley Safe Kids Coalition	Member
Tena Bibb, MSN, RN	Virginia Hospital & Healthcare Association (VHHA)	Member
Mendy Jenkins, BSN, RN-BC	Virginia Hospital & Healthcare Association (VHHA)	Member
Lesley Cook, MSN, RN, NE-BC	Massanutten Technical Center Foundation Board of Directors	Member
Julie Pierantoni, MSN, RN, CDE	DSMES workgroup of Virginia Diabetes Council	Co-chair
Donna Hahn, DNP, RN, NEA-BC	Virginia Organization of Nurse Executives and Leaders Board	President
Donna Hahn, DNP, RN, NEA-BC	Bridgewater Retirement Community Board	Member
Donna Hahn, DNP, RN, NEA-BC	Commonwealth Center for Children Advisory Board	Member
Debbie Bontrager, BSN, RN, CWON	Local chapter of the United Ostomy Associations of America	Secretary & Program Planner
Deanna Lam, RN, BSN, CBPN-IC	Grace House Board of Directors	Vice President
Debbie Kile, DNP, RN, NE-BC	Pi-Mu Chapter-At-Large of STTI (Sigma Theta Tau International)	Leadership Succession Chair
Debbie Kile, DNP, RN, NE-BC	Virginia Nurses Association (VNA) Chapter 9	Student Outreach Chair
Melissa Griffin, BSN, RN, CEN, CPEN	Shenandoah Valley Emergency Nurses Association Chapter	President
Sheila Miller, BSN, RN, CEN	Shenandoah Valley Emergency Nurses Association Chapter	Treasurer
Brenda Hoops, RN, BA, CEN, CPEN, SANE-A	Shenandoah Valley Emergency Nurses Association Chapter	Secretary
Jennifer Haviland, BSN, RN, CCRN	Blue Ridge American Association of Critical Care Nurses Chapter	President
Patra Reed, DNP, RN, CNML, CCCTM	American Case Management Association (Virginia Chapter)	Membership Committee Member
Patra Reed, DNP, RN, CNML, CCCTM	JMU Advisory Council	Alumni Representative
Patra Reed, DNP, RN, CNML, CCCTM	ShenanArts Community Theater Board	Member

# Empirical Outcomes

Sentara RMH nurses take ownership of nurse-sensitive indicators, including Falls with Injury, Hospital Acquired Pressure Injuries (HAPIs), Catheter Associated Urinary Tract Infections (CAUTI), and Central Line Blood Stream Infections (CLABSI). Each year, we set stretch goals to further improve our patient outcomes. Below are the 2017 outcomes.

## Falls with Injury

Our goal for falls with injury was a rate of 0.435 or 22 or less falls with injury. We finished the year with 27 falls with injury, which was a rate of 0.55. Although we did not meet our goal for falls with injury, we continue to outperform the National Database of Nursing Quality Indicators (NDNQI) benchmark for the majority of our units.

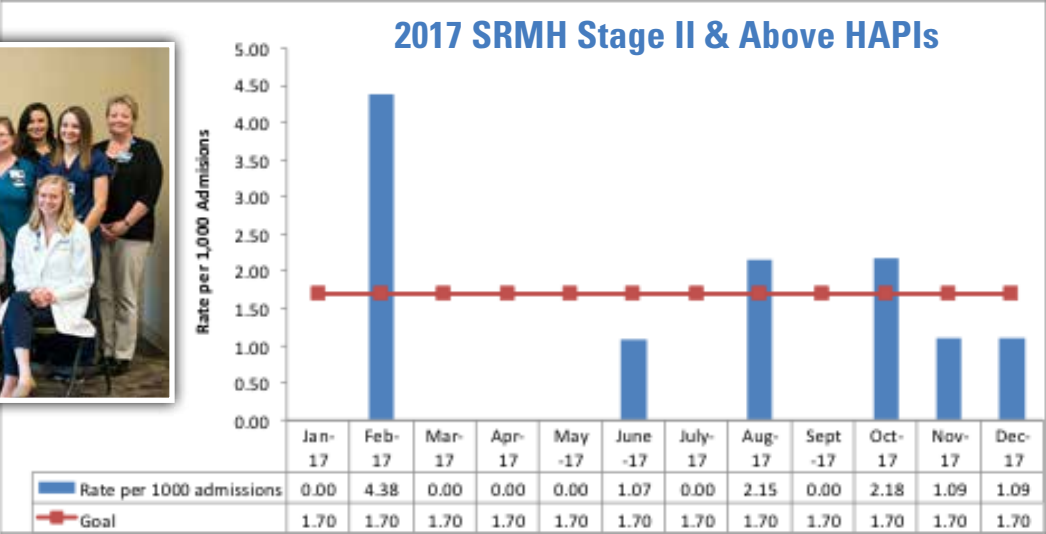


## Hospital Acquired Pressure Injuries (HAPIs) Stage II & Above

We did meet our 2017 goal for HAPIs Stage II & Above. Our goal was a rate of 1.70 or 19 or less Stage II & above HAPIs. We finished the year with 11 Stage II & above HAPIs, which was a rate of 0.99 for the year. Thanks to the HAPI Team and everyone for focusing on pressure injury prevention strategies and keeping our patients safer.

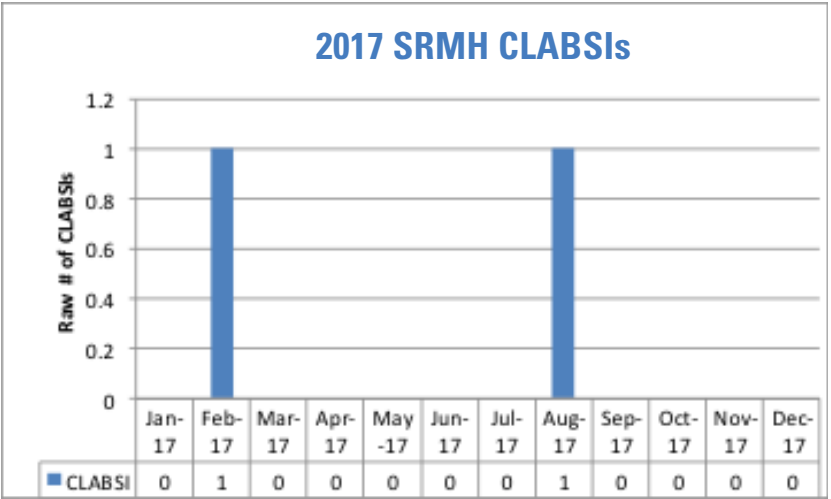


HAPI Team



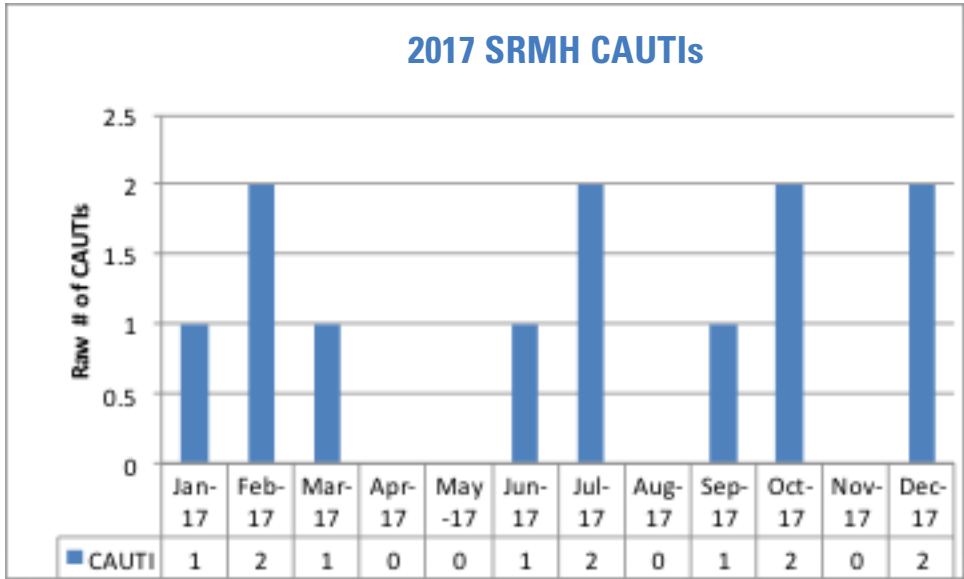
## Central Line Associated Blood Stream Infections (CLABSI)

Our goal for 2017 was to achieve one or less CLABSIs. We did not meet our goal. We had two CLABSIs in 2017. However, we do continue to outperform the National Database of Nursing Quality Indicators (NDNQI) benchmark for the majority of our units.



# Catheter Associated Urinary Tract Infections (CAUTI)

Our 2017 goal was to achieve less than six CAUTIs. We did not meet our goal. We ended the year with a total of 12 CAUTIs for the year. However, we do continue to outperform the National Database of Nursing Quality Indicators (NDNQI) benchmark for the majority of our units.



LEFT: 3 West staff  
BELOW, L to R: Beth Childs, RN, Krystal Caricofe, RN, JoAnn Kline, Laura Rhodes, RN)



# 2017 Clinical PI Goals

Below are the 2017 clinical performance improvement (CPI) goals and Sentara RMH's performance to the goals. We met our goal to achieve 3 of the 5 CPI goals.

Gray arrows beside each goal indicates the desired metric and trending direction.  
Green indicates meeting/exceeding goal  
Yellow indicates close to meeting goal  
Red indicates not meeting goal

Readmission Rate

Readmission Rate

Goal Less Than: 14% 14.00%: What Do You Need to Do?  
Continue to ensure correct discharge disposition codes are entered into Epic.  
New CPI Coordinator, Debbie Kile has been hired.  
Heart Failure and COPD Rounding  
Data Range: 05/01/2017 - 09/30/2017

14.00%

Hospice Use Rate

Hospice Use Rate

Goal More Than: 4.14% 5.23%: What Do You Need to Do?  
Continue to ensure correct discharge disposition codes are entered into Epic.  
New CPI Coordinator, Debbie Kile has been hired.  
Discussing inpatient Hospice care.  
Data Range: 06/01/2017 - 11/30/2017

5.23%

# of CDIs

# of CDIs

Goal Less Than: 11: What Do You Need to Do?  
Continue with STOP Huddles!  
Consult with Dr. Patel for any CDI specimens past third day of admission.  
Data Range: 01/00/1900-01/00/1900

4 YTD

# of Wrong Event

# of Wrong Event

Goal: 0 events: What Do You Need to Do?  
Ensure all steps in the Time Out are carried out and documented.  
Ensure posting of procedure matches the consent and surgeon documentation in H&P.  
The marking of the site should be visible after draping.  
Data Range: 01/01/2017-12/31/17

3 YTD

% Treat and Release

% Treat and Release

ACCESS: PATIENT FLOW- ER TREAT & RELEASE  
Goal More Than: 50%: What Do You Need to Do?  
Staff recruitment and retention efforts continue.  
Model will be aggressively re-implemented w/in 30 days based on improved staff coverage.  
Physical redesign and renovation plans underway to optimize flow.  
Data Range: 10/01/2017-12/31/2017

34.4%

% Treat and Admit

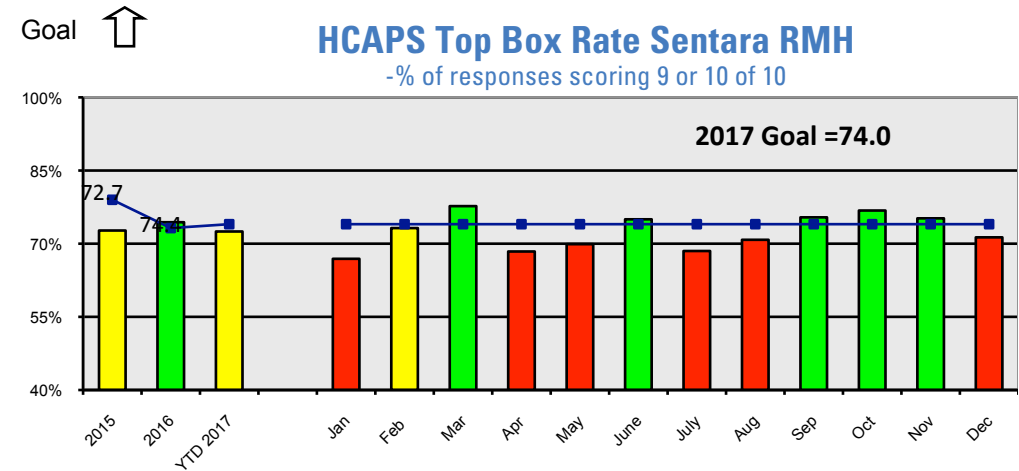
% Treat and Admit

ER TREAT AND ADMIT  
Goal More Than: 40%: What Do You Need to Do?  
Electronic hand-off implemented.  
Hospitalist model changed and has shown continued improvements.  
Transition Unit piloted for 3 days (12/18 - 12/21). Full implementation in discussion.  
Data Range: 10/01/2017-12/31/2017

20.5%

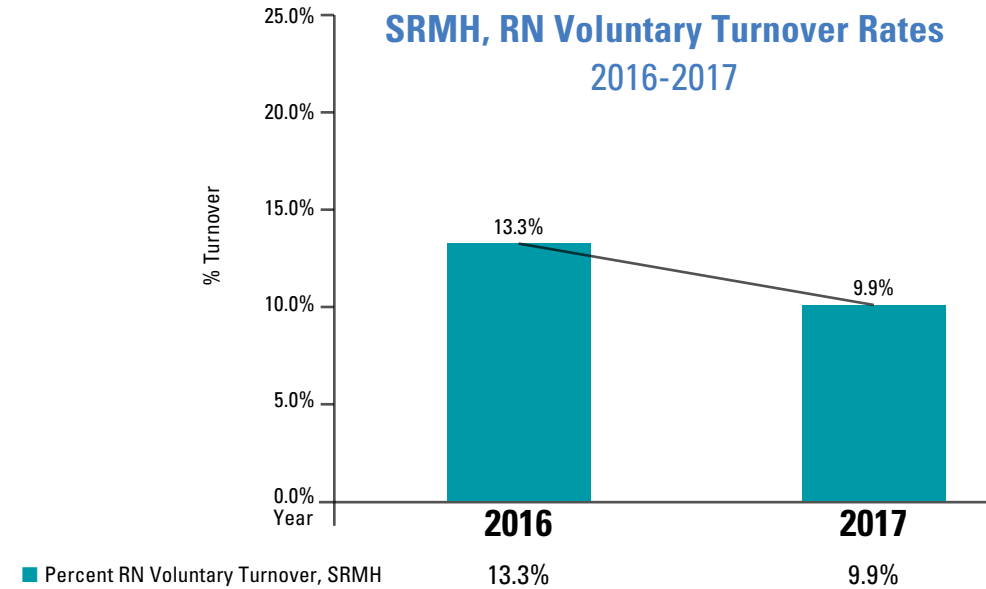
# Patient Satisfaction

As shown by the graph below, Sentara RMH did not meet our inpatient HCAHPS 2017 goal.



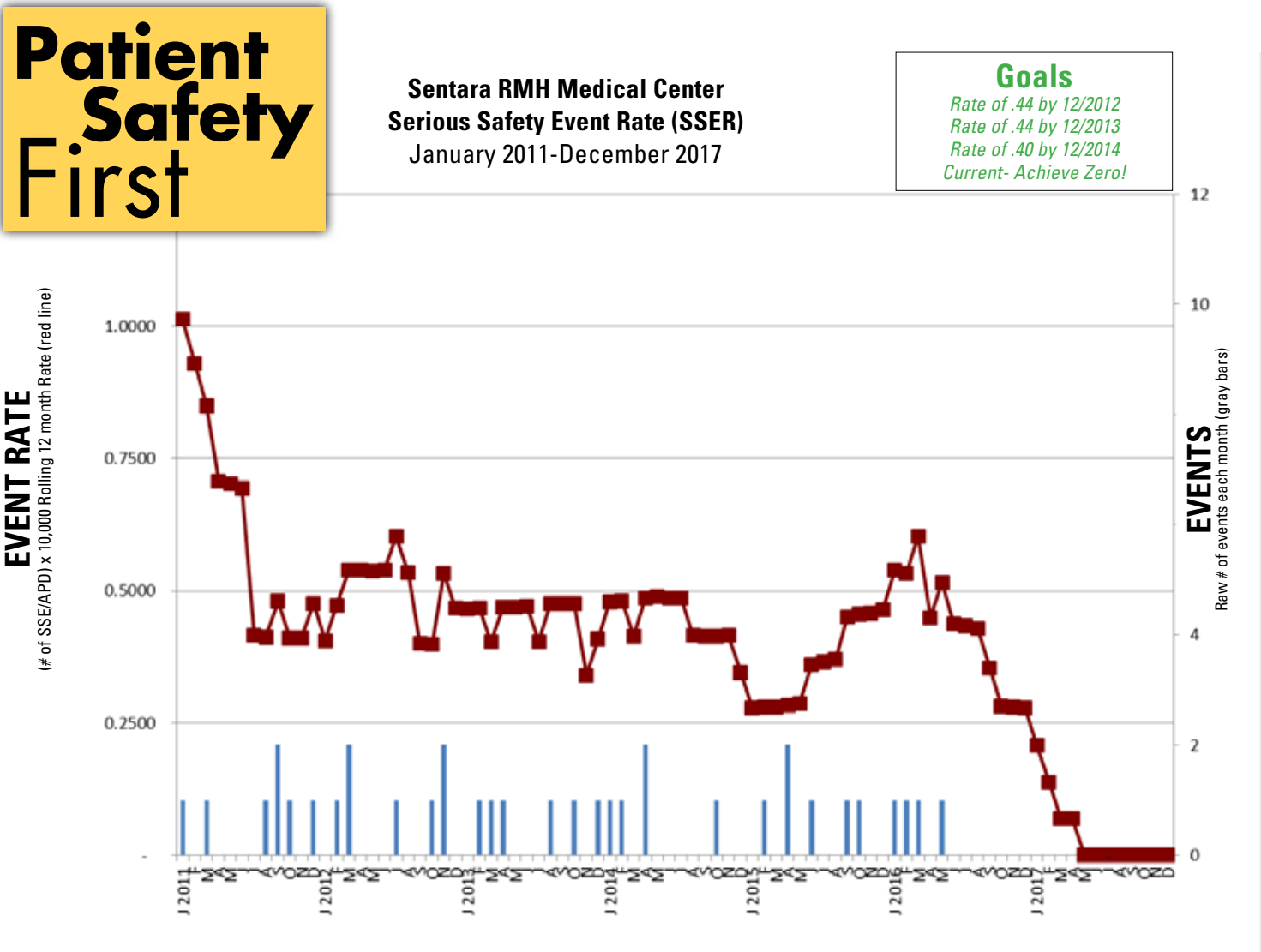
# Turnover

In 2017, we saw a decrease in our voluntary RN turnover at SRMH. The national average for RN turnover is 14.6% (NSI Nursing Solutions, Inc. 2017).



# Serious Safety Events

Safety is our top priority at Sentara RMH as evidenced by our Sentara Commitment to “ALWAYS keep you safe”, our Professional Nursing Practice Model foundation of “A Culture of Safety and Accountability”, and our Sentara RMH patient safety vision statement “Together we are passionate about keeping our patients safe, by ensuring we first do no harm.” In 2017, we achieved 640+ days without a serious safety event. Great job in keeping our patient safe!



# Other Accomplishments in 2017



Achieved 640+ days without a serious safety event



Launched a new hybrid operating room and structural heart program (TAVR)



Achieved the best first year employee retention rate in the system!



Became the first hospital on the east coast to offer the GE Molecular Breast Imaging system with biopsy



Achieved a three-star (highest!) rating of our cardiac surgery program from the Society of Thoracic Surgeons



Achieved Health Grades Distinguished Hospital Award 4 of the last 5 years putting us at the top 5% of all hospitals in the nation



Broke ground on the Bridgewater Health Center



Increased Sentara RMH Medical Group patient access by 12.6% representing 32,983 new patient visits



Cared for 13,820 inpatients, 71,138 emergency room visits, 22,372 surgeries and delivered 1,742 babies.



The RMH Foundation achieved a record-setting year allowing for continued philanthropic support of both our hospital and community.

## SENTARA'S NURSING MISSION STATEMENT:

### Why We Exist

We improve health every day through nursing excellence.

## SENTARA'S NURSING VISION STATEMENT:

### What We Seek to Be

To create an environment of health and healing.

## SENTARA'S PHILOSOPHY OF NURSING

### We Believe:

- The foundation for our work is a culture of safety and accountability;
- Our nursing practice foundations differ between facilities as we respect the culture, history, and diversity of patient populations;
- Our responsibility is to create a caring and compassionate relationship with patient/client/family;
- As nurses, we collaborate with the healthcare team to use evidence-based practice in providing care;
- Nurses assess, manage, coordinate and evaluate the care and education of the patient/family along the continuum of care.
- Our vision is to create an environment of health and healing.

## Sentara RMH Medical Center's Nursing Professional Practice Model

In 2016, the shared governance council members reviewed and evaluated our Professional Practice Model (PPM) and voted to add relationship-based care. The group believed relationship-based care complemented patient-centered care and could add to the current PPM. The clinical nurses particularly liked the focus of creating a caring relationship with colleagues the relationship-based care model included, which they felt was missing from patient-centered care. The new model is pictured below.

